

**BY ORDER OF THE COMMANDER
HQ AIR FORCE PERSONNEL CENTER**

**AIR FORCE PERSONNEL CENTER
INSTRUCTION 36-102**



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Personnel

**ENLISTED QUALITY FORCE REVIEW
BOARDS**

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(Col Ramona L. Dolson)

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This AFPC Instruction (AFPCI) provides guidance and outlines internal operating procedures to be used in the administration and conduct of Enlisted Quality Force Review Boards (QFRBs) for the United States Air Force at the Headquarters Air Force Personnel Center, USAF Selection Board Secretariat or other designated locations as necessary.

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to the Publication OPR for non-tiered compliance items. Refer to attachment 1 for Glossary of References and Supporting Information.

1. Scope. This operating instruction will govern how all Air Force Quality Force Review Boards (QFRBs) are conducted.

2. General. Selection Board Secretariat personnel and all other personnel designated by the Secretary of the Air Force (SecAF) are responsible for conducting Enlisted QFRBs for regular Air Force enlisted members on active duty. **(T-2)** QFRBs are designed to achieve a "right sizing" of the force through a review of records of enlisted members with identified negative quality indicators and selection of quality enlisted members for retention on active duty. Those members not selected for retention will be recommended for separation and/or retirement.

3. Responsibilities. Responsible officials will ensure this instruction is adhered to for all QFRBs Board members and alternate board members should familiarize themselves with this instruction. Alternate board members will remain on stand-by for the duration of the board.

4. Rules Governing All Boards. When the board is in session, it works directly for the Chief of Staff of the Air Force (CSAF) under the supervision of the board president. No person may direct a particular individual be selected or not selected by the board, censure, reprimand, or admonish the board or any member of the board for recommendations or for exercising any function within the discretion of the board, or attempt to coerce or influence, by any unauthorized means, any action of a board or any member of a board in formulating the board's recommendations.

5. Organizing Boards. Boards will consist of a board president, and at least one panel of voting board members (including a chairperson, who is the senior voting member), recorders, and administrative support staff. Panels will consist of one colonel and two chief master sergeants. The SecAF will approve the board president, board members, recorders and administrative support staff prior to the board convening.

6. Selection Board Members. Board membership should reflect the eligible population in terms of minority and women, MAJCOM of assignment and career area when practical.

7. Board President (BP). The BP is a non-voting, non-scoring member of the board in the grade of brigadier general or above. The BP will oversee the conduct of the board and ensure that the board is conducted in accordance with this instruction and CSAF guidance. While the BP may participate in any discussions permitted other board members, the BP may not constrain the voting members of the board from selecting for retention those Airmen they consider qualified to meet the needs of the Air Force. The BP will administer an oath to board recorders and administrative staff before the board begins scoring records and perform other duties in connection with the board proceedings as may be required. The BP is the authorizing official for directing that a SecAF-approved alternate replace a primary board member and will make the determinations on availability of a primary board member when an alternate board member may be required.

8. Board Members. The board members will perform their duties based on the best interests of the Air Force as directed in the CSAF Formal Charge. They will request relief from the CSAF if they cannot, in good conscience, perform their duties without prejudice or partiality. They will request relief from the CSAF of their obligation not to disclose board proceedings if they believe

the integrity of the board's proceedings has been affected by improper influence of senior military or civilian authority, misconduct by the BP or a member, or any other reason. Upon granting their request, the board member will report the basis for his or her belief to the CSAF.

9. Board Recorders. The board recorders will ensure procedures outlined in this instruction are met. They will manage the flow of records to the board members, answer administrative questions, review information for presentation to the board, and advise the BP and members on board processes and other administrative matters. The board recorders will have received training on their specific duties and responsibilities to ensure compliance with this instruction. There will be at least one board recorder present during all board proceedings. A member will not serve as a recorder on boards for which they are being considered. If a recorder requires relief for any of the reasons described in paragraph 8, he or she will request relief from the CSAF and report as outlined in paragraph 8.

10. Administrative Support Staff. Additional administrative support personnel may be designated to assist the recorders with other administrative tasks. A member will not serve as Administrative Support Staff on boards for which they are being considered.

11. Rules Governing Communications with Boards. The board recorders ensure all communication with the board is in writing, to include guidance from the CSAF (for letters from eligible members, see paragraph 12). The board recorder will furnish all written communication to all board members and document it as part of the board's record. No one other than the CSAF or a person duly appointed by the CSAF may appear in person to address the board in any matter. Should the CSAF address a board in person, a verbatim transcript of his or her remarks will be provided to every board member and be included in the record of the board. This does not restrict the staff from furnishing administrative information to the board. Board members, recorders, and administrative staff may orally communicate routine administrative information to the extent necessary to facilitate the board's work.

12. Letters to a Board. Board eligible may write a letter to the board. Eligibles must submit the letter, not to exceed one single-sided page, in good faith, and ensure it contains accurate information to the best of their knowledge. The letter must be signed and dated. Send the letter to the AFPC Retirements and Separations Branch HQ AFPC/DPSOR so it arrives no later than 2359 hours (central time) on the day prior to the board convening date. Letters arriving after that time will not be presented to the board for consideration. Address letters IAW instructions in the Personnel Service Delivery Memorandum (PSDM). HQ AFPC/DPSOR collects all letters to the board and forwards to appropriate office for use during the board. Immediately after completion of the QFRB, the letter will be removed from the individual's selection folder and the letter, or a copy thereof, placed in the master personnel record for historical, legal, and appeal purposes only. Access will be limited to only those who have a need to know.

13. Information Meeting the Board. Only the following information is authorized to meet the board:

13.1. The name of each eligible member including the Enlisted Retention Brief (ERB) and Retention Recommendation Form (RRF).

13.2. Letters submitted to the board by eligible members (see paragraph 12).

13.3. All Enlisted Performance/Training Reports and Letters of Evaluation closing out within the last 10 years and before the designated cutoff date prior to a board.

13.4. All citations and/or orders for approved decorations closing out prior to the designated cutoff date prior to a board.

13.5. Article 15 documentation and Court-Martial orders issued within the 10 years preceding the board convening date.

13.6. Administrative information amplifying or clarifying the official military records, instructions, and information provided to the board.

14. Instructing Boards. The Formal Charge, which provides policy and guidance to the board, will be approved by the CSAF or AF/Al for each board. Do not modify, withdraw or supplement the instructions after the board submits its report.

15. Board Member Preparation. The Selection Board Secretariat or other designated officials will pre-brief the BP on the board agenda, CSAF Formal Charge, BP responsibilities, and the trial run exercise (practice scoring session). Board recorders will conduct the first day administrative briefing to the board. The BP will then read the Formal Charge verbatim to the board and a copy will be provided to each board member. To acknowledge receipt, each board member will sign a copy of the Formal Charge to be maintained in the permanent record. Oaths are administered to board members and to the recorders and administrative staff.

16. Conducting Trial Runs. A trial run exercise, and/or a guided discussion will be conducted, as necessary, to address unique situations which may occur during the board, ensure board members' familiarity with the record format and its contents and ensure all members are comfortable with the process.

17. Scoring Records. Records are scored on a "YES/NO" retain/do not retain basis with a "Yes" vote indicating the Airmen is selected for retention and a "No" vote indicating the Airmen is not selected for retention and should be separated or retired, if eligible.

17.1. Defining "Splits." When using a "yes" or "no" scoring system for retention decision, a "split" occurs when the vote is not unanimous.

17.2. Resolving "Splits." All voting panel members must be present and may discuss the record involved in a "split". When using a "yes" or "no" scoring system and a "split" cannot be resolved, the majority vote will rule. The chairperson will facilitate "split" resolutions and ensure all panel members have equal opportunity to discuss the strengths and weaknesses in the records and their scores. The chairperson may not constrain the votes of the other members.

17.3. Board President's Quality Review. The BP reviews the records of those whose final panel scores are less than unanimous. If the BP determines that there is a rational basis to conclude that any of the records may have been voted upon in a manner inconsistent with the CSAF Formal Charge, he/she may return the record to the panel for rescoring. The second score will be used.

18. Quota. QFRBs are not subject to quotas. Each record meeting the board is individually scored on a "retain/do not retain" basis.

19. Board Report. Those Airmen not selected for retention will be recommended for separation or retirement, if eligible. Board members, recorders, and administrative assistants will sign a board report that includes a list of those Airmen recommended for separation or retirement and certify the following: (T-2)

19.1. That, to the best of their knowledge, the board complied with the Chief of Staff's instructions;

19.2. That he or she was not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any authorized function of the board;

19.3. That he or she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

19.4. That he or she was not a party to or aware of any attempt at unauthorized communications;

19.5. That, to the best of their knowledge, the board carefully considered the records of each Airman whose name was furnished to the board; and

19.6. That the Airmen recommended for early discharge or retirement are, in the opinion of the majority of the members of the board who reviewed the records of the Airmen, those Airmen whose early discharge or retirement best serves the needs of the Air Force.

20. Outbriefing Board Members. Recorders outbrief the board members (discuss cautions and destroy all notes).

21. Board Report Approval. The AFPC/CC or CA is the designated approval authority for all QFRBs. If during his/her review it is determined the separation or retirement of any Airman does not clearly serve the best interest of the Air Force, he/she may remove the Airman's name from the list.

22. Board Anomalies. Procedural anomalies occurring during a board that may require variation from established procedures require BP resolution. During the board, the BP may bring any matter to the attention of the CSAF, or designated representative, if he or she determines that CSAF-level decision is required. The BP will advise the CSAF of any significant procedural anomalies. These responsibilities of the BP do not limit in any way the right of a board member or Board Secretariat member to communicate with the CSAF as provided by other authority.

23. Lists and Other Documents to be Retained. All scoring runs (which include and identify those records in, above and below the initial "gray" as well as the BP Quality Review) will be filed with the formal record of the Board, but not made part of that record. These scoring runs will not reflect individual board member scores. Additionally, a copy of the final board room graphic as well as letters preserved for appeal in accordance with paragraph 12 will be maintained as permanent documents. They will be marked "For Official Use Only". These records must not be released under Freedom of Information Act (FOIA) or the Privacy Act but could become subject to discovery in litigation.

24. Oaths. The following oaths will be administered to board personnel as appropriate:

24.1. *Board Members:* "I solemnly swear or affirm that I will, without prejudice or partiality, having in view both the special fitness of the Airmen and the efficiency and effectiveness of the United States Air Force, perform the duties imposed upon me and that I will not reveal information about the board conduct and results except as may be provided by the CSAF."

24.2. *Recorders and Administrative Support Staff*" "I solemnly swear or affirm that I will keep a true record of the proceedings of the board and that I will not reveal information about the board conduct and results except as may be provided by the CSAF."

25. Disclosure of Board Recommendations and Board Proceedings. Before the report is signed by each board member and board recorder, the recommendations may be disclosed only to the board members, board recorders, and those administrative support personnel designated in writing. Results of the board will not be released until after the approval authority signs the report. Board proceedings will not be disclosed without the authority of the CSAF.

26. Summary. These selection board procedures were developed to give all eligible Airmen fair and equitable consideration, not for ease of administration. These procedures will remain in effect until otherwise modified in writing or incorporated into Air Force Instructions.

MARGARET B. POORE, Maj General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-32, *Military Retirements and Separations*, 14 July 1993

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFI 36-2608, *Military Personnel Records System*, 30 August 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

Prescribed Forms

None.

Adopted Forms

AF Form 3538, *Enlisted Retention Recommendation Form*

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFIT—Air Force Institute of Technology

AFMAN—Air Force Manual

AFPCI—Air Force Personnel Center Instruction

ANG—Air National Guard

BP—Board President

DoD—Department of Defense

ERB—Enlisted Retention Brief

FOIA—Freedom of Information Act

IAW—In accordance with

MAJCOM—Major Command

OPR—Office of Primary Responsibility

PII—Personally Identifiable Information

PSDM—Personnel Service Delivery Memorandum

QFRB—Quality Force Review Board

RF—Retention Recommendation Form

RRF—Retention Recommendation Form

SECAF—Secretary of the Air Force

*Terms***Tier Definitions—**

Tier 0 (T-0)—Determined by respective non-AF authority (e.g. Congress, White House, Office of Secretary of Defense, Joint Staff). The waiver authority is non-applicable, or external to AF.

Tier 1 (T-1)—Non-compliance puts Airmen, Commanders or the USAF strongly at risk of mission or program failure, death, injury, legal jeopardy or unacceptable fraud, waste or abuse. The waiver authority is the MAJCOM/CC, delegable no lower than MAJCOM Director, with the concurrence of the AFI Certifying Official.

Tier 2 (T-2)—Non-compliance may degrade mission or program effectiveness or efficiency and has potential to create moderate risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste or abuse. The waiver authority is the MAJCOM/CC (delegable no lower than MAJCOM Director).

Tier 3 (T-3)—Non-compliance may limit mission or program effectiveness or efficiency and has a relatively remote potential to create risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste, or abuse. The waiver authority is the Wing/DRU/FOA/CC (delegable no lower than Group/CC or equiv).